

Franchisees operate one or more franchise units licensed from a larger organization. They use the franchisor's licenses, trademarks, advertising, brand recognition, and proven operating methods. In exchange, the franchisee typically pays the franchisor a recurring fee as well as a percentage of gross sales or profits. Even with access to these tools and frameworks, Franchisees often must independently set up their operation and generate business.

### Example positions

Food Services Franchisee, Automotive Franchisee, Home Services Franchisee

## COMPETENCIES

**Business acumen** – Franchisees make sound business decisions based on a strong understanding of the company's business model, strategic goals, and relevant policies, as well as best practices and current technologies in one's own discipline or functional area.

**Leadership communication** – They generate a shared commitment to the organization, build morale, and encourage ownership of mission, goals, and values.

**Driving results** – They motivate individuals to achieve and exceed goals by establishing accountabilities, clarifying performance expectations, agreeing to high standards and measures, monitoring and reviewing performance, and providing timely and relevant feedback.

**Influence and persuasion** – Franchisees are effective in persuading, convincing, influencing, or impressing others in order to get them to support a specific agenda, make a specific type of impression, or take a specific course of action.

**Strategic thinking** – They develop and help drive a shared understanding of a long-term vision that describes how the organization needs to operate now and in the future.

**Relationship building** – They develop effective long-term professional interactions with others based on trust: trust that they will always work toward the best interest of those involved and that they are sufficiently competent to provide positive results.

**Negotiating** – They identify key bargaining points for all parties and work effectively toward win-win solutions.

### Representative behaviors

- Effectively considers financial implications of decisions, including assessing risk and return
- Clearly communicates vision and strategy across all organizational levels
- Drives the execution of business plans
- Persuasively sells ideas to gain support and buy-in
- Pursues initiatives, investments, and opportunities that fit with and support company strategies
- Builds collaborative relationships and alliances
- Uses various communication techniques to gain cooperation



